

Scheme of Delegation

INTRODUCTION

Purpose of the Scheme of Delegation

1. The primary purpose of this Scheme of Delegation (**Scheme**) is to inform those involved with the governance of the Multi-Academy Trust (**MAT**) and of schools within it of where key decision making, advisory and other responsibilities lie within the MAT.
2. The Scheme does not contain details of every decision/responsibility or every aspect that will be delegated. Its content will be supplemented by the Trust's Financial Scheme of Delegation, strategic plans, policies and procedures and any direction given by the Members or the Board of Trustees from time to time. In the event that there is uncertainty as to which tier of governance has responsibility for a particular matter, guidance should be sought from the Chair of the Board of Trustees or the Chief Executive (as appropriate).

Delegation matrix

3. Unless specifically agreed in writing by the Trustee board (in exceptional circumstances), the delegation matrix that applies in respect of each school is set out below. It is structured in accordance with the following index:

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Sub-delegation

4. The delegations set out in this Scheme are delegated to the specific committees and any individuals unless otherwise directed or agreed by the Board of Trustees. These delegations cannot be exercised other than by the designated committee or individual unless otherwise directed or agreed by the Trust Board.

Chair's action

5. The Chair of Trustees (or in the absence of the Chair, the Vice-Chair), has power to carry out functions of the Trust Board in circumstances where:
 - (a) The function needs to be carried out before there is sufficient time to hold a meeting of the Trust Board (whether in person or by other approved means); and
 - (b) The delay occasioned by not doing so would be reasonably likely have a serious detrimental effect on the Trust, a school, a pupil, parent or member of staff; and
 - (c) The Chair (or the Vice Chair as the case may be) is satisfied that in the particular circumstances it is reasonable for him or her to carry out the relevant function without the prior approval of the Trust Board; and
 - (d) He or she has consulted with such other Trustees and/or members of staff as he/she deems reasonable within the time available.
6. In all cases, the Chair of Trustees (or the Vice Chair as the case may be) should report to the Board as soon as is reasonably practicable the action that has been taken along with the reasons why the function had to be carried out by way of Chair's action.
7. Details of the Chair's action for LGBs are outlined in the information on LGBs in Section 6 in E 19 and E 20.

Adoption, Termination and Amendment of the Scheme

8. This Scheme has been approved by the Board of Trustees and shall apply to each school from the date shown below.
9. In determining this Scheme, the Trustees have been mindful that:
 - (a) The Board of Trustees is ultimately accountable for the schools managed by the MAT and as such must be satisfied that delegation takes place only where appropriate and that it receives appropriate reports on matters delegated by it/actions taken in its name to enable appropriate oversight.
 - (b) There are some areas where centralised decision making and administration will reduce the burden on the individual schools and will achieve economies of scale.
 - (c) The Board will often be reliant on information, advice and guidance from its Committees, school Local Governing Bodies (**LGBs**) and others operating at school level. The Board considers that there is often a powerful case for local involvement in decision making.
10. The level of delegation will reflect the circumstances of the school at the time of delegation. The delegation in this scheme is for schools rated securely good or better where key performance indicators in relation to aspects such as progress and outcomes for students, teaching and learning, behaviour and safety, financial management and safeguarding are validated as such by internal review, external inspection and self-evaluation. The level of delegation will be reviewed and reduced in discussion with the Trust Board where concerns relating to performance e.g. in relation to standards, school categorisation, financial performance or safeguarding may emerge. In these instances certain decisions/responsibilities may be taken back by the Board of Trustees.

11. The Scheme will be subject to formal review annually. However, if the Board deems it appropriate, changes will be made in year. The Board has the absolute discretion to review, amend and/or terminate the Scheme at any time and as it sees fit (subject to complying with the legal requirements upon it).
12. The Board will seek views on the operation of the Scheme and where it is felt that revisions should be made. Where practicable, the Board will give the LGB an opportunity to comment before determining the Scheme of Delegation.

Approved by Trustees on *27th February 2018*

Applies from *1st January 2018*

Date of next scheduled review: *Ongoing and annual (January 2019)*

	DECISION	MEMBERS	BOARD OF TRUSTEES	CHIEF EXECUTIVE	LGB	ACADEMY HEAD	THIRD PARTY	ADVICE	COMMENTS
A.	Overarching Governance								
A1	Member matters								
1.	Amendment of Articles of Association	Decide	Advise	Advise			See advice/ comments	<ul style="list-style-type: none"> Company Secretary and Governance advisor to support process Legal advice (as required) 	<ul style="list-style-type: none"> Consent of York Diocesan Board of Education (YDBE) and (in certain cases) Site Trustees required. DfE and/or Charity Commission consent required in certain cases. Must be filed at Companies House along with copy of special resolution and any required forms. Must be updated on MAT website.
2.	Call Members' Meetings	Decide	Decide					<ul style="list-style-type: none"> Company Secretary and Governance advisor to support with process 	<ul style="list-style-type: none"> As a minimum, Members should hold an AGM once a year. Extraordinary meetings may also be called by Trustees or Members. Decisions may be made by written resolution between meetings.
3.	Appoint/remove Members	Decide	Advise (Community Members)		Advise (Community Members)		See advice/ comments	<ul style="list-style-type: none"> Company Secretary and Governance advisor to support with process 	<ul style="list-style-type: none"> See Articles of Association and Memorandum of Understanding. Appointments subject to necessary checks etc. Every Member to sign written consent to become a Member containing the agreed form of ethos undertaking.
4.	Complete Member register of interests, and keep under regular review	Responsible	Receive	Receive	Receive	Receive	See advice/ comments	<ul style="list-style-type: none"> Governance advisor to support with process 	<ul style="list-style-type: none"> Governance Advisor to liaise with Trust personnel to ensure details are uploaded on Trust website. Register of Member Interests should be brought to the attention of decision makers as appropriate (Chief Executive/Finance Director to oversee).

	DECISION	MEMBERS	BOARD OF TRUSTEES	CHIEF EXECUTIVE	LGB	ACADEMY HEAD	THIRD PARTY	ADVICE	COMMENTS
A2	Board matters								

5.	Appoint/remove Trustees	Decide	Advise				See advice/ comments	<ul style="list-style-type: none"> • Company Secretary and Governance advisor to support with process • Trustees to advise on skills gaps to inform decision making 	<ul style="list-style-type: none"> • See Articles and Memorandum of Understanding. • Articles of Association specify that the Members shall appoint up to 10 Trustees with one Trustee appointed by Diocese of York Educational Trust. • Recommendations should be based upon the skills audit. • Trustees will be required to sign an appropriate ethos undertaking in relation to protecting and promoting the religious character of the CE schools and the ethos and community status of the non-designated schools. Trustees to act in accordance with the Nolan principles. • Company Secretary to liaise with appropriate Trust personnel to ensure that: <ul style="list-style-type: none"> • appropriate DBS and related checks are made • GIAS notifications are made • Details of Trustees and their interests are uploaded on Trust website • YDBE is informed of any changes to the Trustees • Return must be filed at Companies House. • Chair of Board, Chief Executive and others as appropriate to provide induction.
6.	Complete Trustee board skills audit and training plan annually	Receive	Responsible	Advise				<ul style="list-style-type: none"> • Chair of Board to lead - Governance adviser to advice and support with process 	<ul style="list-style-type: none"> • Chair of Board to follow up with Trustees/Trustees on training requirements. • Details of skills gaps should be provided to those responsible for appointing Trustees when a vacancy arises.
7.	Appoint/Remove Chair of Trustees		Decide					<ul style="list-style-type: none"> • Company Secretary and Governance advisor to support with process 	<ul style="list-style-type: none"> • Should not be an employee.
8.	Appointment Vice Chair of Trustees		Decide					<ul style="list-style-type: none"> • Company Secretary and Governance advisor to support with process 	<ul style="list-style-type: none"> • Should not be an employee.

9.	Determine and allocate specific Trustee roles (as required)		Decide					<ul style="list-style-type: none"> • Chair to advise based on skills audit 	<ul style="list-style-type: none"> • Allocate specific roles appropriate to the MAT including Safeguarding/Child Protection, Health and Safety, Special Educational Needs. • Allocated Trustees should work with the Local Governors given specific responsibilities in their areas. • NB All Trustees/Trustees continue to have responsibility for these areas, despite any allocation of specific roles.
10.	Confirm Accounting Officer		Decide					<ul style="list-style-type: none"> • Finance Director to support and notify Secretary of State 	<ul style="list-style-type: none"> • Should be the Chief Executive or equivalent (the role will be heavily supported by the Finance Director and the Headteachers). • Has responsibility for regularity, propriety and value for money. Also has responsibility for ensuring that proper financial records and accounts are kept, including the completion and submission of a formal annual statement.
11.	Appoint/remove Company Secretary		Decide	Advise				<ul style="list-style-type: none"> • HR advice obtained as required 	<ul style="list-style-type: none"> • Should have relevant experience in school/company/charity governance. • Reports directly to the Board. • See Section C (Staffing).
12.	Appoint/remove Governance advisor		Decide	Advise				<ul style="list-style-type: none"> • HR advice obtained as required 	<ul style="list-style-type: none"> • Should have relevant experience in school/company/charity governance. • Reports directly to the Board. • See Section C (Staffing).

13.	Determine Scheme of Delegation		Decide	Advise	Advise	Advise	See advice/ comments	<ul style="list-style-type: none"> • Company Secretary, Governance Advisor, Chief Executive, Finance Director and HR Advisor to advise and support • LGBs and other Committees to provide advice on amendment based on experience of operation 	<ul style="list-style-type: none"> • The document will be reviewed every year or more frequently where the Trustees deem this to be desirable. • Where practicable, the Board will give the LGB and Committees an opportunity to comment before determining the Scheme of Delegation. • The Scheme will comply with the Memorandum and Articles of Association and other legal requirements, including any matters that are reserved to Members from time to time. • The Board will ensure that the CE foundation and responsibilities to the YDBE and Site Trustees are properly reflected in relation to Church of England schools. The YDBE will be consulted prior to first adoption and thereafter in the event that any proposed changes could impact on the CE foundation of any CE school.
14.	Complete Trustee register of interests and keep under regular review	Receive	Responsible	Receive	Receive	Receive	See advice/ comments	<ul style="list-style-type: none"> • Governance advisor to support with process 	<ul style="list-style-type: none"> • Governance Advisor to liaise with Trust personnel to ensure details are uploaded on Trust website. • Register of Trustee Interests should be brought to the attention of decision makers as appropriate (Chief Executive/Finance Director to oversee).
15.	Board of Trustees' Annual Schedule of Business		Decide	Advise	Receive			<ul style="list-style-type: none"> • Chair of Board to lead, with Company Secretary and Governance adviser advice and support with process • Appropriate advice and input from Chief Executive and those responsible for planning LGB/other Committee Annual Schedule of Business 	<ul style="list-style-type: none"> • Should be shared with LGB and other Committees to inform their work. • Chair of Board and Governance Advisor use to inform agenda setting. • Trustees should meet at least every half term.

16.	Determine policy review process and schedule		Decide	Advise	Receive			<ul style="list-style-type: none"> • Governance advisor to support with process • Appropriate advice and input from Chief Executive (and other key employees) and those responsible for LGB/other Committee policy review 	<ul style="list-style-type: none"> • Needs to dovetail with annual schedule of business (see above). • Should specify what policies there are to be, the lead member of staff responsible for the policy, the approving person/body and when the review will take place. • Review of policies to be conducted in accordance with process and schedule.
17.	Annual Review of Governance and Board Effectiveness		Responsible	Advise	Advise	Advise		<ul style="list-style-type: none"> • Chair of Board to lead • Governance Advisor and Chief Executive advice and support with process 	<ul style="list-style-type: none"> • This should dovetail with the Committees' (including LGB's) reviews of their own effectiveness (see below). • The outcome of the review may impact on the level of delegation to LGBs and others under the Scheme of Delegation or otherwise. • Trustees to consider whether an external review of governance should take place.
18.	Annual Report and Financial Statements	Receive and scrutinise	Approve	Advise, Approve			See advice/ comments	<ul style="list-style-type: none"> • Finance Director to co-ordinate draft, with input from Chief Executive, Company Secretary and Governance Advisor • Auditors to review and sign off • Trustees and Accounting Officer must approve relevant sections 	<ul style="list-style-type: none"> • The Members should receive and scrutinise the accounts at their AGM. • The document should be filed with Companies House and the DfE and uploaded onto the Trust's website.
19.	Other company returns		Approve	Advise, Approve				<ul style="list-style-type: none"> • Trustees to approve as required • Trust staff to advise as appropriate e.g. HR Director, Finance Director, Company Secretary 	<ul style="list-style-type: none"> • To include key Companies House filings and DfE returns.

20.	Chief Executive Reports to Trustees		Receive, Scrutinise	Responsible					<ul style="list-style-type: none"> The Chief Executive will be supported by others as appropriate e.g. Company Secretary, Finance Director, HR Director, Board Committees and LGBs 	<ul style="list-style-type: none"> The Trustees should agree with the Chief Executive what reports are required, the required frequency and the content of those reports. The Trustees should receive the reports at a Board meeting to enable appropriate questioning and follow up.
21.	Supplemental Reports to Members	Receive, Scrutinise	Approve	Advise					<ul style="list-style-type: none"> The Chief Executive should co-ordinate the reports for input and approval by the Trustees The Chief Executive and the Trustees will be supported by others as appropriate e.g. Governance Advisor, Finance Director, HR Director, Board Committees and LGBs 	<ul style="list-style-type: none"> The Members should agree with the Trustees what additional reports are required, the required frequency and the content of those reports. The Members should receive the supplemental reports at their AGM and/or at Extraordinary General Meetings to enable appropriate questioning and follow up. The reports should include an annual Church School Distinctiveness Report in relation to CE Academies and additional reporting in accordance with the DBE/DYET's Member Guidance.
22.	Setting up any subsidiary company or linked charity		Decide	Advise					<ul style="list-style-type: none"> Legal and financial advice required HR Director to advise and support 	<ul style="list-style-type: none"> Trustees must keep the need for a subsidiary company under review, based on the Trust's trading and related activities.

	DECISION	MEMBERS	BOARD OF TRUSTEES	CHIEF EXECUTIVE	LGB	ACADEMY HEAD	THIRD PARTY	ADVICE	COMMENTS
A3	LGB and other committee matters								

23.	Determine and keep under review Committee complement		Decide (Trust Board)	Advise	Decide (LGB)	Advise		<ul style="list-style-type: none"> • Chief Executive and Governance Advisor to advise and support • Headteacher and Clerk to aid formulation of LGB recommendations • The YDBE will provide advice and guidance in relation to the Church School Development Group 	<ul style="list-style-type: none"> • Under the Articles of Association: <ul style="list-style-type: none"> - The constitution, Membership and proceedings of any committee must be determined by the Trustees. - The establishment, terms of reference, constitution and Membership of any committee shall be reviewed at least once in every twelve months. - The Membership of any committee of the Trustees may include persons who are not Trustees, provided that (with the exception of the LGBs) a majority of members of any such committee shall be Trustees. - Except in the case of a LGB, no vote on any matter shall be taken at a meeting of a committee of the Trustees unless the majority of members of the committee present are Trustees. • The Trust Board's Committees shall include Curriculum and Standards, and Finance and Resources. • The Trustees will also establish a Church School Development Group to advise and support the CE foundation of CE schools and report to the Board, the CE school LGBs and others as appropriate on their operation as CE schools. Its Members should include Trustees, as well as Foundation LGB members and Headteachers drawn from the CE schools.
									<ul style="list-style-type: none"> • LGBs will have significant flexibility over whether they have and how they structure their sub-committees. As a minimum the LGB must cover curriculum, achievement, finance, HR, finance and health and safety, student discipline.

24.	Determining Board Committee composition, terms of reference, procedures etc		Decide	Advise				<ul style="list-style-type: none"> • Chief Executive and Governance Advisor to advise and support 	<ul style="list-style-type: none"> • Please see the Board Committee Terms of Reference for further details. • Committees to review their ToRs at least annually and recommend changes to the Board.
25.	Determining LGB composition		Approve	Advise	Recommend	Advise	See advice/ comments	<ul style="list-style-type: none"> • Clerk advice and support with process 	<ul style="list-style-type: none"> • The composition of the LGB for CE schools will be agreed with the YDBE. Any changes to the number or proportion of Foundation Local Governors, or how they will be appointed, will require the consent of the YDBE. • The composition of both community and CE schools LGBs will be set out in the LGB's Terms of Reference and on school websites.

26.	Appointing LGB Members		Approve (particular appointments) CHAIR		Recommend	Advise	See advice/ comments	<ul style="list-style-type: none"> • Clerk advice and support with process • Details of skills gaps should be provided to those responsible for appointing Local Governors when a vacancy arises 	<ul style="list-style-type: none"> • Parent and Staff Governors will, in general, be elected (see below). The Headteacher will generally be a Governor ex officio. • Co-opted Governors will be appointed by the LGB, subject to the approval of the Chair of the Board of Trustees. • Foundation Governors (for CE LGBs) will be appointed by the YDBE. The YDBE's Foundation Local Governor appointment processes should be followed. • Governors of CE schools should attend appropriate CE governance training and complete an appropriately worded ethos undertaking for CE schools. • Code of Conduct should be agreed by the Trust Board and all Local Governors should be required to sign it. • Clerk to liaise with Governance Advisor and other appropriate staff to ensure: <ul style="list-style-type: none"> • appropriate DBS and related checks are made • GIAS notifications are made • Details of Governors and their interests are uploaded on Academy website • Copies of ethos undertakings for CE school LGBs are sent to the Trustees • Clerk, Headteacher and Chair of LGB (and others as appropriate) to lead induction.
27.	Hold staff and parent elections for LGB				Responsible	Advise		<ul style="list-style-type: none"> • Clerk and Headteacher advise and support with process 	<ul style="list-style-type: none"> • Must be in accordance with any relevant provisions in Articles of Association and LGB Terms of Reference. • LGB Members to flag need for skills. • LGB to highlight requirement to support CE ethos for CE schools. • LGB to appoint in the event no-one puts themselves forward for election.
28.	Appoint Chair of LGB				Decide			<ul style="list-style-type: none"> • Clerk advice and support with process 	<ul style="list-style-type: none"> • Should not be an employee.

29.	Appoint vice Chair of LGB				Decide			<ul style="list-style-type: none"> • Clerk advice and support with process 	<ul style="list-style-type: none"> • Should not be an employee.
30.	Allocate specific local governor roles				Decide	Advise		<ul style="list-style-type: none"> • Chair of LGB to lead, based on skills • Trustees to specify certain required roles to dovetail with own link Trustees (if applicable) 	<ul style="list-style-type: none"> • Allocated LGB Members should work with Trustees allocated with specific responsibilities in their areas. • LGB should allocate additional link roles for Safeguarding/Child Protection, Special Educational Needs and others as appropriate. • All LGB Members continue to have responsibility for these areas, despite any allocation of specific roles.
31.	Confirm local Accounting Officer (Academy level)		Decide	Advise				<ul style="list-style-type: none"> • Reports to Chief Executive as overall Accounting Officer 	<ul style="list-style-type: none"> • Will generally be the Headteacher or equivalent (the role will be heavily supported by the Academy's Finance manager or equivalent). • Has responsibility for regularity, propriety and value for money at Academy level. • Also responsibility for ensuring that proper financial records and accounts are kept.
32.	Complete LGB register of interests and keep under regular review		Receive	Receive	Responsible	Receive	See advice/ comments	<ul style="list-style-type: none"> • Clerk advice and support with process • Clerk to liaise with appropriate Academy personnel to ensure uploaded on website 	<ul style="list-style-type: none"> • Register of LGB Interests should be brought to the attention of decision makers as appropriate (Headteacher to oversee).

33.	Determine LGB annual schedule of business		Advise (Chair)	Advise	Responsible	Advise		<ul style="list-style-type: none"> • LGB Chair to lead with Clerk advice and support with process • Appropriate advice and input from Chief Executive, Headteacher and those responsible for planning other Annual Schedules of Business 	<ul style="list-style-type: none"> • To include items as appropriate to reflect that the school is a CE school, where this is applicable. • Chair and Clerk to use to inform agenda setting. • LGB should meet at least once each term.
34.	Academy level Reporting to Trustees		Receive, Scrutinise	Advise	Responsible & Approve	Advise			<ul style="list-style-type: none"> • LGB minutes will be provided to Trustees as standard. The co-ordinated schedule of business should mean that this enables LGB advice to get to the Board in a timely manner to inform their decision making. • The content and frequency of any additional LGB reports shall be specified by the Trustees. • Academy level reporting should be included in Chief Executive reports as appropriate (see above). • Trustees should receive the minutes and any additional reports at Board meetings to enable appropriate discussion and scrutiny.
35.	Review of LGB effectiveness		Receive, Scrutinise	Advise	Responsible	Advise		<ul style="list-style-type: none"> • Chair of LGB to lead, Clerk advice and support with process 	<ul style="list-style-type: none"> • This should dovetail with the Board's reviews of their own effectiveness (Trustees may set a template). • Conclusions should be fed into the Board's review of governance effectiveness and may impact on future levels of delegation pursuant to the Scheme of Delegation. • LGB to participate as required in any external review of governance required by the Trustees.

36.	LGB skills audit		Receive, Scrutinise	Advise	Responsible	Advise		<ul style="list-style-type: none"> • Clerk advice and support with process 	<ul style="list-style-type: none"> • Trustees may set a template. • Skills audit should include ability and commitment to preserve and develop CE ethos of the Academy for CE schools. • Trustees to receive details and may impact on areas of delegation. • Details of skills gaps should be provided to those responsible for appointing local governors when a vacancy arises.
37.	Appoint/remove clerk to the LGB		Decide	Advise	Advise				<ul style="list-style-type: none"> • Clerk supplied by Governance Support and Development Service as agreed in MAT level governance services contract. Local variances may be agreed by the Trustees in particular circumstances.
38.	Determine LGB procedures		Decide		Advise			<ul style="list-style-type: none"> • Governance Advisor to provide advice and support • Clerk to support LGB in formulating advice 	<ul style="list-style-type: none"> • These must be in compliance with the Articles of Association. • See LGB Terms of Reference.

	DECISION	MEMBERS	BOARD OF TRUSTEES	CHIEF EXECUTIVE	LGB	ACADEMY HEAD	THIRD PARTY	ADVICE	COMMENTS
A4	Heads and Chairs Group								
39.	Establish Heads' Group			Participate		Participate			<ul style="list-style-type: none"> • Chief Executive to establish and lead Heads Group to enable all Headteachers to feed in their thoughts and advice in relation to pertinent matters for their Academy and to enable co-ordinated reporting (through the Chief Executive) to the Board.
40.	Establish Chairs' Group		Participate		Participate Chair			<ul style="list-style-type: none"> • Supported by Governance Advisor as required 	<ul style="list-style-type: none"> • Chair of Trustees to establish and lead Chairs' Group to enable all LGB Chairs to feed in their thoughts and advice in relation to pertinent matters for their school and to ensure dovetailing of Trustee and LGB business.
A5	Miscellaneous								

41.	Determine governance policies and procedures for Trustees and Local Governors		Approve	Advise				<ul style="list-style-type: none"> Governance Advisor to provide advice and support 	<ul style="list-style-type: none"> E.g. appointment, Induction, expenses, Interests (conflicts, payments, contacts etc), Code of Conduct. Policies must be in accordance with Articles of Association.
42.	Obtain Director/Trustee and Officers insurance		Approve					<ul style="list-style-type: none"> Finance Director and Company Secretary advice and support 	<ul style="list-style-type: none"> Must be in accordance with Articles of Association.
	DECISION	MEMBERS	BOARD OF TRUSTEES	CHIEF EXECUTIVE	LGB	ACADEMY HEAD	THIRD PARTY	ADVICE	COMMENTS
A6 Website reporting									
43.	Governance details on Trust website		Oversee (MAT)	Responsible	Oversee (school)	Responsible (school)		<ul style="list-style-type: none"> Governance Advisor & Chief Executive to advise and support, Headteacher and LGB Clerk to feed in relevant information at Academy level 	<ul style="list-style-type: none"> Trust to approve framework. Governance Advisor responsible for ensuring Trust level information up to date. LGB Clerk responsible for ensuring Academy level information up to date.

	DECISION	MEMBERS	BOARD OF TRUSTEES	CHIEF EXECUTIVE	LGB	ACADEMY HEAD	THIRD PARTY	ADVICE	COMMENTS
B.	Strategy and Leadership								
B1	Strategic planning and oversight								
1.	Set Trust vision and ethos statement		Decide	Advise	Advise	Advise		<ul style="list-style-type: none"> Chief Executive leading role in formulating for Trustee scrutiny 	<ul style="list-style-type: none"> Chief Executive responsible for implementation. Should reflect Community and Church foundation of academies in Trust.
2.	Set strategic objectives and KPIs of Trust and determine Trust Development Plan and review process		Decide	Advise	Advise	Advise		<ul style="list-style-type: none"> Chief Executive leading role in formulating for Trustee scrutiny 	<ul style="list-style-type: none"> Chief Executive responsible for ensuring objectives are met and for progress against Development Plan. Development Plan must be in line with strategic objectives. Should reflect Community and Church foundation of academies in Trust.
3.	Complete Trust Self Evaluation Form (or equivalent)		Decide	Advise	Advise	Advise		<ul style="list-style-type: none"> Chief Executive leading role in formulating for Trustee scrutiny 	<ul style="list-style-type: none"> SEF to reflect progress against Development Plan.
4.	Set Academy vision and ethos statement		Approve	Advise	Recommend	Advise		<ul style="list-style-type: none"> Headteacher leading role in formulating for LGB scrutiny 	<ul style="list-style-type: none"> Must fit with Trust vision and ethos (Trustees to ensure). Vision and ethos should reflect CE or community school status. CE academies have a fixed ethos statement which should only be changed with consent of DBE.¹ Headteacher responsible for implementation.

¹ This shall be:

“Recognising its historic foundation, the school will preserve and develop its religious character in accordance with the principles of the Church and in partnership with the Church at parish and diocesan level.

The school aims to serve its community by providing education of the highest quality within the context of Christian belief and practice. It encourages an understanding of the meaning and significance of faith, and promotes Christian values through the experience it offers all its pupils.”

5.	Set Academy's strategic objectives and KPIs and determine School Development Plan and review process		Approve	Advise	Recommend	Advise		<ul style="list-style-type: none"> Headteacher leading role in formulating (in conjunction with the Chief Executive) for LGB and Board scrutiny 	<ul style="list-style-type: none"> Must fit with Trust strategic objectives, KPIs and Plan (Chief Executive to ensure) and reflect Ofsted and SIAMS outcomes. Development plan must be in line with strategic objectives. Should reflect CE school status where applicable. Board of Trustees may provide templates.
6.	Complete Academy Self Evaluation Form (or equivalent)		Monitor	Scrutinise	Responsible	Advise		<ul style="list-style-type: none"> Headteacher leading role in formulating for LGB scrutiny 	<ul style="list-style-type: none"> SEF to reflect progress against Development Plan. Trust board may provide templates. Chief Executive to scrutinise and report on outcomes to the Board.
7.	Complete and keep under review Academy SIAMS self-evaluation for CE schools		Monitor	Advise	Responsible	Advise	See advice/ comments	<ul style="list-style-type: none"> Church Schools Development Group to advise Trustees and LGB 	<ul style="list-style-type: none"> YDBE SLA Adviser will support through critical friend visits. This should be a working document kept under regular review.
8.	Involvement in Ofsted inspections and, where applicable SIAMS inspections		Responsible	Responsible	Responsible	Responsible	See advice/ comments		<ul style="list-style-type: none"> Trustees and LGB Members will be involved as appropriate in Ofsted inspections and, for CE schools, SIAMS inspections. The YDBE shall notify the Academy when a SIAMS inspection is due and liaise with the Academy on the relevant arrangements. The Headteacher will notify the Chief Executive, Chair of the Board and the Chair of the LGB that an inspection has been notified and what involvement is needed from the relevant parties, according to agreed procedures.

	DECISION	MEMBERS	BOARD OF TRUSTEES	CHIEF EXECUTIVE	LGB	ACADEMY HEAD	THIRD PARTY	ADVICE	COMMENTS
B2	School Organisation								

9.	Determine protocol for considering taking on new academies/free schools (including due diligence arrangements)		Decide	Advise				<ul style="list-style-type: none"> Chief Executive leading role in formulating for Trustee scrutiny 	<ul style="list-style-type: none"> Chief Executive to manage process in accordance with agreed protocol. This should include the need for a conversion plan, as part of due diligence, to deal with pre and post conversion matters with appropriate HR, Finance, buildings, legal advice etc accessed as required.
10.	Decide to take on a new academy/open a free school		Decide	Advise			See advice/ comments	<ul style="list-style-type: none"> Trustees to obtain appropriate legal, HR, Finance, buildings etc advice 	<ul style="list-style-type: none"> Trustees must look carefully at all aspects of a potential academy prior to recommending an academy is taken on/free school established, given the impact that the decision may have on the academies already in the Trust.
11.	Approve legal documentation associated with academy conversions		Approve	Advise			See advice/ comments	<ul style="list-style-type: none"> Trustees will obtain appropriate Legal, HR, Finance, buildings etc advice 	<ul style="list-style-type: none"> Trustees must understand the documentary framework and what is being agreed to by entering into it. YDBE will need to approve certain documents for a CE academy conversion prior to giving its final consent.
12.	Structural collaboration and partnership agreements		Decide	Advise	Recommend ACADEMY LEVEL	Advise ACADEMY LEVEL	See advice/ comments	<ul style="list-style-type: none"> Trustees will obtain Chief Executive advice and appropriate Legal etc advice 	<ul style="list-style-type: none"> Trust level collaboration/partnership agreements to be entered into by Trustees with advice from Chief Executive. Academy level collaboration/partnership agreements to be entered into by Trustees following a recommendation from LGB. YDBE should be advised if a collaboration/ partnership agreement is proposed which involves a CE academy – depending on the specifics advice may be given/consent may be required.
13.	Academy closure or re-brokerage (termination of Funding Agreement)		Decide	Advise	Advise	Advise	See advice/ comments	<ul style="list-style-type: none"> Trustees will obtain appropriate Legal etc advice 	<ul style="list-style-type: none"> DfE consent required. DfE may enforce closure or re-brokerage in appropriate circumstances. YDBE should be consulted for advice in the event closure or re-brokerage is proposed of a CE academy. YDBE/site Trustee consents may be required.

14.	Academy amalgamation/ merger		Decide	Advise	Advise	Advise	See advice/ comments	<ul style="list-style-type: none"> Trustees will obtain appropriate Legal etc advice 	<ul style="list-style-type: none"> YDBE should be consulted as soon as possible for advice in the event amalgamation/merger is proposed of a CE academy. YDBE/site Trustee consents may be required. DfE consent required.
15.	Seeking to change Church of England designation of academy		Decide	Advise	Advise	Advise	See advice/ comments	<ul style="list-style-type: none"> Trustees will obtain appropriate Legal etc advice 	<ul style="list-style-type: none"> YDBE should be consulted as soon as possible for advice. YDBE/site Trustee consents may be required. DfE consent required.
16.	Agreeing other significant changes to an academy (e.g. potentially contentious proposals, changes to premises, change of age range)		Decide	Advise	Advise	Advise	See advice/ comments		<ul style="list-style-type: none"> YDBE should be consulted as soon as possible for advice where CE academies are involved. YDBE/site Trustee consents may be required. DfE consent may be required.
17.	Determining school session and term dates		Decide	Advise	Recommend	Advise			<ul style="list-style-type: none"> This allows Trustees to co-ordinate the schools in the Trust to the extent that this is desirable, whilst reflecting local needs.

	DECISION	MEMBERS	BOARD OF TRUSTEES	CHIEF EXECUTIVE	LGB	ACADEMY HEAD	THIRD PARTY	ADVICE	COMMENTS
B3	Risk Management								
18.	Determine overall risk management policy and processes		Decide	Advise				<ul style="list-style-type: none"> Chief Executive to lead, advise and co-ordinate input from Finance Director, other trust level staff and Headteachers 	<ul style="list-style-type: none"> To include template risk register and frequency of review.

19.	Review and complete Trust risk register		Responsible	Advise				<ul style="list-style-type: none"> Chief Executive to lead, advise and co-ordinate input from Finance Director, other Trust level staff and headteachers 	<ul style="list-style-type: none"> Using agreed risk register template. To reflect major school specific risks as appropriate.
20.	Review and complete academy level risk register			Monitor and Advise	Responsible	Advise		<ul style="list-style-type: none"> Headteacher to lead, advise and co-ordinate input from senior Academy staff 	<ul style="list-style-type: none"> Using agreed risk register template. To inform Trust risk register review.

	DECISION	MEMBERS	BOARD OF TRUSTEES	CHIEF EXECUTIVE	LGB	ACADEMY HEAD	THIRD PARTY	ADVICE	COMMENTS
C.	Staffing								
C1	Staffing structures								
1.	Determining staffing structure of MAT Central Team (types, grades and numbers of posts including organisational restructuring)		Decide	Advise				<ul style="list-style-type: none"> Chief Executive, HR advisor and Finance Director to advise Trust Board's Finance and Resources Committee to support Board 	<ul style="list-style-type: none"> This relates to determining the Trust level staff structure. Please see below in relation to appointment to those positions. Within budget and in line with HR and Finance policies and procedures.

2.	Determining staffing structure – Academy level (types, grades and numbers of posts including organisational restructuring)		Monitor	Monitor and Advise	Approve	Advise		<ul style="list-style-type: none"> • Headteacher to lead and advise with Chief Executive input • HR and Finance advice • LGB to approve where positive budget, MAT staffing structure and no redundancies allow • Trust Board's Finance and Resources (and Standards Committee) to support Board 	<ul style="list-style-type: none"> • This relates to determining the Academy level staff structure. Please see below in relation to appointment to those positions. • Within budget and in line with HR and Finance policies and procedures. • Headteacher able to recruit where posts are due to basic curriculum need based on student numbers.
3.	Setting terms and conditions of employment, Trust wide HR policies and procedures and staff handbook		Decide	Advise	Advise	Advise		<ul style="list-style-type: none"> • Chief Executive & HR Director to lead and advise • Trust Board's Finance and Resources Committee to support Board 	<ul style="list-style-type: none"> • Need to ensure local differences and TUPE considerations taken into account. • Policies to include e.g. recruitment, probation and induction, pay, appraisal, conduct and disciplinary, grievance, capability, absence management, professional development, equality, expenses. • Chief Executive to report to Trustees on any material concerns about operation of policies and procedures. • YDBE guidance to be considered in relation to ability to ask for Christian commitment /ability and fitness to preserve and develop the religious character of the CE academy in the appointment of certain members of staff.

4.	Carry out and maintain central record of recruitment and vetting checks on staff		Scrutinise (Safeguarding Trustee)	Responsible – Trust level staff Oversee – Academy staff	Scrutinise School level (Safeguarding LGB member)	Responsible – school staff		<ul style="list-style-type: none"> Chief Executive responsible for Trust wide staff, Headteacher responsible for Academy staff (HR Director to advise and manage) 	
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5.	Maintain register of staff interests		Receive	Responsible – Trust wide staff	Receive	Responsible – school staff		<ul style="list-style-type: none"> • HR Adviser to advise and manage 	<ul style="list-style-type: none"> • Interests should be brought to the attention of decision makers as appropriate.
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	DECISION	MEMBERS	BOARD OF TRUSTEES	CHIEF EXECUTIVE	LGB	ACADEMY HEAD	THIRD PARTY	ADVICE	COMMENTS
C2	Trust level appointments								
6.	Appointment, suspension and dismissal of Chief Executive		Decide				See advice/ comments	<ul style="list-style-type: none"> • HR Adviser to support and advise 	<ul style="list-style-type: none"> • Must be in accordance with Trust approved HR policies. • Refer to Articles and Memorandum of Understanding. • While Chief Executive recruitment is combined with Headteacher recruitment, this will take the form of one composite process. For appointment – interview panel to include at least 2 Trustees appointed by Board of Trustees to make a recommendation to the Board of Trustees on appointment. The LGB of the school concerned will be involved in the recruitment process and will be asked for their recommendation. • For dismissal, two Trust Board panels required - one to decide and one to hear any appeal. • Refer to Articles. • YDBE should be contacted when it is clear a recruitment process is required for a Chief Executive, to provide to support for the decision making process. DYET appointed Trustee to be included on decision making panel.

7.	Performance Management and pay review of Chief Executive		Decide, Responsible				See advice/ comments	<ul style="list-style-type: none"> • HR Adviser to support and advise • Independent advisor should support appraisal process 	<ul style="list-style-type: none"> • Must be in accordance with Trust approved HR policies. • Panel of 3 Trustees (including the Chair) should be selected by the Board to carry out the performance management and a further panel to hear any appeal. • Whilst Chief Executive is also a Headteacher, performance management and pay review will take the form of one composite process. The position outlined above for performance management and pay review of Chief Executive will apply, however the LGB of the school concerned will be asked to provide a recommendation in relation to the achievement of school specific objectives.
8.	Appointment and dismissal of Finance Director and other Director level staff		Decide	Advise				<ul style="list-style-type: none"> • HR Adviser to support and advise 	<ul style="list-style-type: none"> • Must be in accordance with Trust approved HR policies. • Line managed by Chief Executive. • Finance Director to act as chief financial officer for delivery of Trust's detailed accounting requirements. • Director Level staff to attend board meetings (and committee meetings as appropriate).

9.	Performance Management, suspension and pay review of Finance Director and other Director level staff		Decide	Decide (as part of panel)					<ul style="list-style-type: none"> • For performance management and pay review - Panel of three Trustees– CEO, Trust Chair and (in the case of the Finance Director) Chair of Finance and Resources and a further panel to hear any appeal. • Whilst the Finance Director also has a school role, performance management and pay review will take the form of one composite process. The position outlined above for performance management and pay review of the Finance Director will apply, however the LGB of the school concerned will be asked to provide a recommendation in relation to the achievement of school specific objectives.
10.	Appoint and dismiss Governance Adviser		Decide	Advise				<ul style="list-style-type: none"> • HR Adviser/Finance Director (as appropriate) to support and advise 	<ul style="list-style-type: none"> • Must be in accordance with Trust approved HR/procurement policies (as applicable). • May be an additional responsibility for an existing member of staff.
11.	Performance Management, suspension and pay review of Governance Adviser								<ul style="list-style-type: none"> • Currently N/A as brokered service via CYC. • Will be reviewed as appropriate by Trustees.
12.	Appoint and dismiss Company Secretary		Decide	Advise				<ul style="list-style-type: none"> • HR Adviser to support and advise 	<ul style="list-style-type: none"> • Must be in accordance with Trust approved HR policies. • May be an additional responsibility for an existing member of staff.
13.	Performance Management, suspension and pay review of Company Secretary								<ul style="list-style-type: none"> • Where an additional responsibility for an existing member of staff, the Chair will be asked to feed into that review as appropriate.

14.	Appoint, performance manage, suspend, dismiss other Trust wide appointments (MAT central team)		Decide (dismissal) Review (suspension)	Decide (appointment, suspension)				<ul style="list-style-type: none"> HR Adviser to support and advise 	<ul style="list-style-type: none"> Must be in accordance with Trust approved HR policies. May be an additional responsibility for an existing member of staff.
15.	Approve applications for early retirement (all MAT wide appointments)		Decide	Advise				<ul style="list-style-type: none"> HR Adviser to support and advise 	<ul style="list-style-type: none"> Must be in accordance with Trust approved HR policies.
16.	Approve applications for secondment (MAT wide appointments)		Decide	Advise				<ul style="list-style-type: none"> HR Adviser to support and advise 	<ul style="list-style-type: none"> Must be in accordance with Trust approved HR policies.

	DECISION	MEMBERS	BOARD OF TRUSTEES	CHIEF EXECUTIVE	LGB	ACADEMY HEAD	THIRD PARTY	ADVICE	COMMENTS
C3	Academy level appointments								

17.	Appointment of Headteacher		Decide	Advise	Recommend		See advice/ comments	<ul style="list-style-type: none"> • HR Adviser to support and advise 	<ul style="list-style-type: none"> • Must be in accordance with Trust approved HR policies. • Refer to Articles and Memorandum of Understanding. • Chief Executive and LGB panel to interview and recommend. Trustees may send one of their number to sit on panel if required. At least one Foundation Local Governor to be on panel for CE academies. • Line managed by Chief Executive. • YDBE should be contacted when it is clear a recruitment process is required for a Headteacher of a CE academy, for advice and to arrange YDBE's involvement in the process. • Whilst Chief Executive is also a Headteacher, recruitment will take the form of one composite process. The recruitment for the Chief Executive will apply, however the LGB of the school concerned will be involved in the recruitment process and will be asked for their advice and recommendations.
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18.	Performance management and pay review of Headteacher		Decide (Pay Committee) Hear appeals	Decide (as part of Trust Pay Committee)	Advise/ Recommend			<ul style="list-style-type: none"> • HR Adviser to support and advise • Independent advisor should support appraisal process 	<ul style="list-style-type: none"> • Must be in accordance with Trust approved HR policies. • Pay committee (2 Trustees plus CEO) to determine pay review. Advisory role for LGB, including key role for Foundation Local Governor in CE schools. • Whilst Chief Executive is also a Headteacher, performance management and pay review will take the form of one composite process. The position outlined above for performance management and pay review of Chief Executive will apply, however the LGB of the school concerned will be asked to provide a recommendation in relation to the achievement of school specific objectives.
19.	Suspension of headteacher		Decide	Decide exceptional	Decide exceptional			<ul style="list-style-type: none"> • HR Adviser to support and advise 	<ul style="list-style-type: none"> • Must be in accordance with Trust approved HR policies. • Exceptional circumstances apply where there is a need for an immediate decision e.g. safeguarding concerns and risk of severe reputational damage.
20.	Dismissal of headteacher		Decide	Advise /recommend	Recommend			<ul style="list-style-type: none"> • HR Adviser to support and advise 	<ul style="list-style-type: none"> • Must be in accordance with Trust approved HR policies Two panels of Trustees required - one to decide and one to hear any appeal. • Board to determine any termination/ settlement agreement payments. May need referral to EFSA depending on amount involved.
21.	Approve applications for early retirement		Decide – HT and senior level posts and where financial liability exists or on ill-health	Decide – if no financial liability for MAT and not on ill-health	Decide – if no financial liability for school and not on ill-health	Advise		<ul style="list-style-type: none"> • HR Adviser to support and advise 	<ul style="list-style-type: none"> • Must be in accordance with Trust approved HR policies. • CEO and Finance Director advice to be sought in all cases.

22.	Approve applications for secondment		Decide HT level	Advise HT level	Decide (Other)	Advise (Other)		<ul style="list-style-type: none"> HR Adviser to support and advise 	<ul style="list-style-type: none"> Must be in accordance with Trust approved HR policies. CEO and Finance Director advice to be sought in all cases.
23.	Appointment of other Senior Leadership Team positions				Decide (unless delegated)	Decide (where delegated)		<ul style="list-style-type: none"> HR Adviser to support and advise 	<ul style="list-style-type: none"> Must be in accordance with Trust approved HR policies. LGB panel plus Headteacher to interview and decide unless LGB delegate particular appointment to Headteacher. Line managed by Headteacher.
24.	Appointment of special needs co-ordinator (SENCO)				Decide (unless delegated)	Decide (where delegated)		<ul style="list-style-type: none"> HR Adviser to support and advise 	<ul style="list-style-type: none"> Must be in accordance with Trust approved HR policies. LGB panel plus Headteacher to interview and decide unless LGB delegate particular appointment to Headteacher. Any allocated SEND local governor to be involved as appropriate. Line managed by Headteacher or (if agreed by LGB) another SLT member.
25.	Appointment of educational visits co-ordinator				Decide (unless delegated)	Decide (where delegated)		<ul style="list-style-type: none"> HR Adviser to support and advise 	<ul style="list-style-type: none"> May be a responsibility held by an existing member of staff. Must be in accordance with Trust approved HR policies. LGB panel plus Headteacher to interview and decide unless LGB delegate particular appointment to Headteacher or other. Line managed by Headteacher (primary) or another SLT member (secondary).
26.	Appointment safeguarding /child protection officer (designated senior person) and a deputy				Decide (unless delegated)	Decide (where delegated)		<ul style="list-style-type: none"> HR Adviser to support and advise 	<ul style="list-style-type: none"> Must be in accordance with Trust approved HR policies. LGB panel plus Headteacher to interview and decide unless LGB delegate particular appointment to Headteacher. Line managed by Headteacher (primary) or another SLT member (secondary).

27.	Appointment of academy finance/business manager or equivalent				Decide	Decide		<ul style="list-style-type: none"> HR Adviser to support and advise 	<ul style="list-style-type: none"> Must be in accordance with Trust approved HR policies. Panel to include: <ul style="list-style-type: none"> Headteacher Trust's Finance Director Chair of Local Governors/Chair of Finance Committee Line managed by Headteacher. Trust's Finance Director must support the appointment.
28.	Appointment of other Academy staff positions				Decide (unless delegated)	Decide (where delegated)		<ul style="list-style-type: none"> HR Adviser to support and advise Where decisions not delegated to Headteacher, Headteacher will be asked to advise 	<ul style="list-style-type: none"> Must be in accordance with Trust approved HR policies. Appointment decisions may be delegated to the Headteacher (or further delegated where reflected in agreed policy). Line managed by Headteacher or other SLT member or promoted post-holder.
29.	Performance management and pay review of Academy level appointments (other than Headteacher)		Monitor	Advise	Decide	Advise		<ul style="list-style-type: none"> HR Adviser to support and advise 	<ul style="list-style-type: none"> Must be in accordance with Trust approved HR policies. If delegated, line manager to conduct the review. Where Headteacher is not line manager, he/she may be involved in process (as appropriate). Finance Director must be involved in Business Manager reviews. Pay committee of LGB to determine pay review.
30.	Suspension of academy staff (other than Headteacher)			Decide (exceptional)	Decide	Decide (exceptional)		<ul style="list-style-type: none"> HR Adviser to support and advise 	<ul style="list-style-type: none"> Decision maker to inform and consult Chief Executive.
31.	Dismissal of academy staff other than Headteacher or SLT		Monitor	Monitor and Advise	Decide	Decide		<ul style="list-style-type: none"> HR Adviser to support and advise 	<ul style="list-style-type: none"> Must be in accordance with Trust approved HR policies.

	DECISION	MEMBERS	BOARD OF TRUSTEES	CHIEF EXECUTIVE	LGB	ACADEMY HEAD	THIRD PARTY	ADVICE	COMMENTS
D.	Pupil/Student matters								
D1	Education provision								
1.	Standards of teaching		Monitor (Trust wide)	Responsible (Trust wide) Advise	Monitor (school level) Advise	Monitor (school level) Advise		<ul style="list-style-type: none"> Analysis of standards information to be provided by Headteacher to LGB and Chief Executive to enable appropriate scrutiny 	<ul style="list-style-type: none"> Headteacher responsible for observing and evaluating performance at Academy level and securing improvement, under oversight of Chief Executive. Trustees & Members to receive agreed level of reporting (see section A above). Key role for Trust Standards Committee.
2.	Pupil progress and attainment		Monitor (Trust wide)	Responsible Advise (Trust wide)	Monitor (school level) Advise	Responsible (school level) Advise		<ul style="list-style-type: none"> Analysis of progress and attainment to be provided by Headteacher to LGB and Chief Executive to enable appropriate local scrutiny 	<ul style="list-style-type: none"> Headteacher responsible for progress and attainment and securing improvement at Academy level, under oversight of Chief Executive. Trustees & Members to receive agreed level of reporting (see section A above). Key role for Trust Standards Committee.
3.	Setting curriculum policy		Monitor	Monitor and Advise	Approve	Advise			<ul style="list-style-type: none"> Curriculum must be balanced and broadly based and comply with statutory requirements.
4.	Curriculum provision		Decide (statement of principles) Monitor policy and implementation (Trust wide)	Responsible (Trust wide)	Monitor (school)	Responsible			<ul style="list-style-type: none"> Headteacher to implement in line with policy, overseen by Chief Executive.

5.	Setting RE policy		Monitor (Trust wide)	Monitor and Advise	Approve	Advise	See advice/ comments	<ul style="list-style-type: none"> The YDBE provides advice regarding policy and syllabus for CE academies Church School Development Group to advise and support CE academies 	<ul style="list-style-type: none"> Must comply with the terms of any curriculum policy/requirements determined by the Board. Must ensure academy is meeting the relevant statutory requirements for RE. Must satisfy the requirements of the National Church of England Board of Education Statement of Entitlement for CE academies. Denominational syllabus in a former CE Voluntary Aided school (having sought YDBE advice on the content). Locally agreed syllabus to be adopted in former CE Voluntary Controlled and Community schools (reserved teachers may be needed to teach RE in accordance with the school's Trust deed/tenets of the Church of England in certain cases in former CE Voluntary Controlled schools. YDBE's guidance should be sought). Key involvement for Foundation local governors and Church School Development Group in CE schools.
6.	RE provision			Monitor (Trust wide)	Monitor (school)	Responsible	See advice/ comments	<ul style="list-style-type: none"> The YDBE provides advice regarding provision for CE academies Church School Development Group to advise and support CE academies 	<ul style="list-style-type: none"> Headteacher to implement agreed policy, overseen by Chief Executive. Key involvement for Foundation local governors in monitoring in CE academies.
7.	Examinations				Oversee	Responsible			<ul style="list-style-type: none"> Headteacher to ensure appropriate arrangements put in place for examinations.

8.	Determining Collective Worship policy		Monitor (Trust wide)	Advise	Approve	Recommend	See advice/ comments	<ul style="list-style-type: none"> The YDBE provides advice regarding policy for CE academies Church School Development Group to advise and support CE academies 	<ul style="list-style-type: none"> Must be in accordance with any provision of the Trust deed and/or tenets and practices of the Church of England for CE academies. Key involvement for Foundation local governors in CE academies.
9.	Collective Worship provision		Monitor (Trust wide)	Advise	Monitor (school)	Responsible Advise	See advice/ comments	<ul style="list-style-type: none"> The YDBE provides advice regarding policy for CE academies Church School Development Group to advise and support CE academies 	<ul style="list-style-type: none"> Headteacher to implement agreed policy. Key involvement for Foundation local governors in monitoring provision in CE academies.
10.	Determining SMSC policy		Monitor (Trust wide)	Advise	Approve (school)	Recommend	See advice/ comments	<ul style="list-style-type: none"> The YDBE provides advice regarding policy for CE academies Church School Development Group to advise and support CE academies 	<ul style="list-style-type: none"> Key involvement for Foundation local governors in CE academies.
11.	SMSC provision			Monitor (Trust wide)	Oversee	Responsible Advise	See advice/ comments	<ul style="list-style-type: none"> The YDBE provides advice regarding policy for CE academies Church School Development Group to advise and support CE academies 	<ul style="list-style-type: none"> Headteacher to implement agreed policy. Key involvement for Foundation local governors in CE academies.
12.	Determining sex education policy		Decide (statement of principles) Monitor policy and implementation (Trust wide)	Monitor (Trust wide)	Responsible	Recommend			

13.	Sex education provision			Monitor (Trust wide)	Monitor (school)	Responsible Advise			<ul style="list-style-type: none"> • Headteacher to implement agreed policy.
14.	Determining off site visits policy		Approve Monitor	Recommend Oversee (Trust wide)	Advise	Responsible			<ul style="list-style-type: none"> • Headteacher to implement agreed policy at school level, overseen by Chief Executive. • Should dovetail with health and safety policy. • Chief Executive to report to Trustees on any material concerns about operation of policy. • CEO and CYC advice to be sought on any potentially hazardous activities with escalation to the Board in hazardous cases.
15.	Careers advice provision				Monitor	Responsible			
16.	Community and after school provision (extended schools)		Monitor (Trust wide)	Monitor (Trust wide)	Monitor (school)	Responsible		<ul style="list-style-type: none"> • See section G below in relation to use of school premises 	<ul style="list-style-type: none"> • Headteacher to inform CEO of any emerging issues.

	DECISION	MEMBERS	BOARD OF TRUSTEES	CHIEF EXECUTIVE	LGB	ACADEMY HEAD	THIRD PARTY	ADVICE	COMMENTS
D2	Behaviour, attendance and welfare								
17.	Determining behaviour and discipline policy (including exclusions)			Monitor (Trust wide)	Approve	Recommend		<ul style="list-style-type: none"> Church School Development Group to advise and support CE academies 	<ul style="list-style-type: none"> Headteacher to implement, overseen by Chief Executive. Chief Executive to report to Trustees on any material concerns about operation of policy.
18.	Home school agreements (if required)				Approve	Recommend			<ul style="list-style-type: none"> Headteacher responsible for co-ordinating and managing.
19.	Exclusions – decision to exclude					Responsible			<ul style="list-style-type: none"> May be for one or more fixed periods (up to a maximum of 45 school days in a single academic year), or permanently. The Headteacher may withdraw an exclusion that has not been reviewed by the LGB.
20.	Notifications of exclusions				Receive	Responsible			<ul style="list-style-type: none"> Headteacher to notify LGB and others in accordance with Exclusions Code . Depending on exclusion, this will be either without delay or once a term. Notifications must include the reasons and duration.
21.	Exclusions – to review overall pattern and use of exclusions		Monitor (Trust wide)	Monitor (Trust wide)	Responsible	Advise			<ul style="list-style-type: none"> Trustees to receive agreed level of reporting.
22.	Exclusions – arrange alternative provision			Monitor	Monitor	Responsible			<ul style="list-style-type: none"> Arrange alternative provision in accordance with Exclusions Code. Headteacher to inform CEO of arrangements made.

23.	Exclusions – to review exclusion decisions and consider reinstatement in applicable cases				Responsible				<ul style="list-style-type: none"> • Can be delegated to sub-committee of at least 3 LGB Members. • Can be delegated to Chair of LGB where permitted by Exclusions Code.
24.	Exclusions - To establish independent appeals panel		Responsible	Advise				<ul style="list-style-type: none"> • Advice and support from Governance Officer 	<ul style="list-style-type: none"> • Must be in line with exclusions statutory guidance.
25.	Pupil attendance		Monitor (Trust wide)	Monitor	Monitor	Responsible			<ul style="list-style-type: none"> • Trustees to receive agreed level of reporting.
26.	Determine Safeguarding and child protection policy		Approve Monitor (trust wide)	Recommend Responsible (Trust wide)	Advise Monitor (school)	Responsible (school)			<ul style="list-style-type: none"> • Headteacher to implement at school level, overseen by Chief Executive. • Chief Executive to report to Trustees on any material concerns about operation of policy.

	DECISION	MEMBERS	BOARD OF TRUSTEES	CHIEF EXECUTIVE	LGB	ACADEMY HEAD	THIRD PARTY	ADVICE	COMMENTS
D3	School meals								
27.	Provision of school meals				Oversee	Responsible			<ul style="list-style-type: none"> • Must include provision of free school meals to those eligible. • Must be in accordance with nutritional standards.
D4	Admissions								

28.	Determining admissions policy		Approve	Advise	Recommend	Advise	See advice/ comments	<ul style="list-style-type: none"> Church School Development Group to advise and support CE academies 	<ul style="list-style-type: none"> YDBE guidance and advice should be sought for former CE schools. Key involvement for Foundation local governors for CE academies.
29.	Admissions application decisions				Responsible	Advise			<ul style="list-style-type: none"> Headteacher responsible for co-ordinating and managing process. Must be in accordance with published admission arrangements. Full LGB must make the decision as to who will be offered places.
30.	Arrangement of independent appeals panel		Responsible	Advise				<ul style="list-style-type: none"> Advice and support from Governance Officer 	<ul style="list-style-type: none"> Must be an independent panel established in accordance with the Admissions Appeals Code. Headteacher to represent their individual school.
31.	Appeals against LA directions to admit pupils		Monitor (Trust wide)	Monitor (Trust wide)	Responsible	Advise			

	DECISION	MEMBERS	BOARD OF TRUSTEES	CHIEF EXECUTIVE	LGB	ACADEMY HEAD	THIRD PARTY	ADVICE	COMMENTS
E.	Accessibility								
1.	Accessibility plan		Responsible (Trust level)	Responsible (Trust level)	Responsible (school level)	Recommend			<ul style="list-style-type: none"> Plan for increasing accessibility to disabled pupils (curriculum, physical environment, information).

2.	Equality information and objectives statement and equality objectives		Responsible (Trust level)	Responsible (Trust level)	Approve (school) Monitor	Advise Responsible (school)		<ul style="list-style-type: none"> Chief Executive to co-ordinate process with input from Headteacher and others as required 	<ul style="list-style-type: none"> Requirement to draw up and publish equality objectives every four years and annually publish information demonstrating how meeting the aims of the general public sector equality duty. HT to implement at school level, overseen by Chief Executive.
3.	Determine SEND and inclusion policies		Monitor (Trust level)	Monitor (Trust level)	Approve (school)	Advise Responsible		<ul style="list-style-type: none"> Advice from SENCO 	<ul style="list-style-type: none"> Trustees may provide templates for tailoring at local level. There should be a member of the LGB with specific oversight of the school's arrangements for SEN and disability. Headteacher to implement at Academy level (overseen by Chief Executive). Chief Executive to report to Trustees on any material concerns about operation of policy.
4.	Reviewing and challenging effectiveness of SEND and inclusion policies and decisions		Responsible Monitor	Monitor Advise	Responsible (school level), Advise	Advise			

5.	SEN information report		Monitor	Monitor	Review	Advise			<ul style="list-style-type: none"> • The SEN Information Report should be updated annually and any changes to the information occurring during the year should be updated as soon as possible. • Contains details about the implementation of the SEN policy. • Trust Board may provide templates to enable co-ordinated reporting.
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	DECISION	MEMBERS	BOARD OF TRUSTEES	CHIEF EXECUTIVE	LGB	ACADEMY HEAD	THIRD PARTY	ADVICE	COMMENTS
F.	Finance and procurement								
1.	Appoint/remove auditors	Decide	Decide (limited circumstances) Recommend					<ul style="list-style-type: none"> Finance Director to advise and manage process 	<ul style="list-style-type: none"> In the ordinary course, appointment and removal will be by the Members at AGM. Appointment/removal must be in accordance with the Companies Act 2006 and the Academies Financial Handbook. Key role for Finance and Resources Committee. May need to inform ESFA in line with Financial Handbook requirements. See Academies Financial Handbook.
2.	Appoint responsible officer/internal auditor/agreement of additional assurance support from auditors or other third party		Decide					<ul style="list-style-type: none"> Finance Director to advise and manage process 	<ul style="list-style-type: none"> Key role for Finance and Resources Committee.
3.	Respond to auditors' report/advice		Oversee (Trust level) Responsible (Board recommendations)	Responsible (Trust level) Advise	Oversee (school level matters)	Responsible (school level matters) Advise		<ul style="list-style-type: none"> Finance Director to support, with assistance from school Finance Manager at school level 	<ul style="list-style-type: none"> Key role for Finance and Resources Committee.

4.	Annual Report and Accounts	Receive, scrutinise	Approve	Advise, Approve			See advice/ comments	<ul style="list-style-type: none"> Trust Finance Director to co-ordinate draft, with input from Chief Executive, Company Secretary, and Governance Officer Auditors to review and sign off Trustees and Accounting Officer must approve relevant sections 	<ul style="list-style-type: none"> Key role for Finance and Resources Committee. The Members should receive and scrutinise the accounts at their AGM. The document should be filed with Companies House and the DfE and uploaded onto the Trust's website.
5.	Establish Financial Scheme of Delegation, financial policies, procedures, regulations and internal financial controls		Approve	Recommend Advise				<ul style="list-style-type: none"> Finance Director to support and advise 	<ul style="list-style-type: none"> Including financial delegations, investment policy, procurement policy, borrowing, charging and remissions policy, reserves policy etc and reflect who can sign off on financial reporting etc. Key role for Finance and Resources Committee. Headteacher to implement at school level, overseen by Chief Executive and Director of Finance. Chief Executive and Director of Finance to report to Trustees on any material concerns about operation of policy.
6.	Agree a funding model for Trust (including academies)		Approve	Recommend Advise	Advise	Advise		<ul style="list-style-type: none"> Finance Director to support and advise 	<ul style="list-style-type: none"> Key role for Finance and Resources Committee.
7.	Set Trust budget		Approve	Recommend Advise				<ul style="list-style-type: none"> Finance Director to support and advise 	<ul style="list-style-type: none"> Key role for Finance and Resources Committee.
8.	Monitor Trust wide expenditure		Responsible	Advise				<ul style="list-style-type: none"> Finance Director to support and advise 	<ul style="list-style-type: none"> Key role for Finance and Resources Committee.

9.	Set school budget		Approve	Advise	Recommend	Advise		<ul style="list-style-type: none"> Finance Director to support and advise LGB to make recommendations with support and advice from Local Finance Manager 	<ul style="list-style-type: none"> Must be in line with overall Trust budget. Key role for Trust Finance and Resources Committee.
10.	Monitor school expenditure			Oversee	Responsible	Advise		<ul style="list-style-type: none"> Local Finance Manager to support and advise 	<ul style="list-style-type: none"> Expenditure must be in line with agreed budget. Regular reporting to take place to Finance Director to inform Trust wide monitoring.
11.	Determine central services provision, establish Trust central operations and/or procure from third parties		Approve (in line with financial scheme of delegation)	Recommend Advise Approve (in line with financial scheme of delegation)	Approve	Advise		<ul style="list-style-type: none"> Finance Director to support and advise 	<ul style="list-style-type: none"> Key role for Finance and Resources Committee.
12.	Opening bank account		Approve					<ul style="list-style-type: none"> Finance Director to support and advise 	<ul style="list-style-type: none"> All bank accounts must be in the name of the Trust and operated in accordance with the Financial regulations.
13.	Asset register			Responsible – Trust wide		Responsible – school level		<ul style="list-style-type: none"> Finance Director to support and advise 	

	DECISION	MEMBERS	BOARD OF TRUSTEES	CHIEF EXECUTIVE	LGB	ACADEMY HEAD	THIRD PARTY	ADVICE	COMMENTS
G.	Health and safety, insurance and premises and extended schools								

1.	Approval of Health and safety policy and arrangements		Approve, Oversee	Responsible	Oversee	Responsible		<ul style="list-style-type: none"> Chief Executive to present draft policy for consideration 	<ul style="list-style-type: none"> Chief Executive responsible for ensuring appropriate health and safety procedures are in place in line with approved policy and are operating effectively. Headteachers to implement policy at Academy level and oversee operation of procedures (overseen by Chief Executive and advising Chief Executive in relation to significant issues). Policy to include appropriate reporting mechanisms at Member, Trustee and LGB level.
2.	Obtaining insurance for land and Trust & academy operations		Decide	Recommend Advise		Advise		<ul style="list-style-type: none"> Finance Director to advise and support and liaise with broker 	<ul style="list-style-type: none"> To include Director/Trustee & Officer cover, buildings and contents, business continuity, employers' and public liability insurance, motor vehicle cover etc as required. CE Academies must include insurance required to comply with Church Supplemental Agreement or otherwise as agreed in any RPA side letter applicable to the Academy. Chief Executive to ensure details of insurance policy requirements appropriately disseminated.
3.	Agree site strategy and development master plan		Decide	Advise	Advise	Advise	See advice/ comments	<ul style="list-style-type: none"> Finance Director to advise and support 	<ul style="list-style-type: none"> YDBE advice should be obtained for CE Academies.
4.	Maintenance of premises				Oversee	Responsible	See advice/ comments		<ul style="list-style-type: none"> The site and buildings must be kept in the condition required by the Church Supplemental Agreement for CE Academies. All land must be kept in the condition required by any lease/other arrangements with third parties.
5.	Maintain academy Premises management documents (e.g. asbestos, fire safety, statutory testing)		Oversee	Oversee	Oversee	Responsible			<ul style="list-style-type: none"> Headteacher to ensure appropriate documents in place (overseen by the Chief Executive). Chief Executive to report any material concerns to Trust Board and LGB.

6.	Approving Capital projects/building works		Decide	Advise	Advise	Advise	See advice/ comments	<ul style="list-style-type: none"> Finance Director to advise and support 	<ul style="list-style-type: none"> YDBE advice and any necessary Site Trustee consents should be obtained in relation to land and/or buildings prior to work beginning in CE Academies. LA/third party lease should be checked prior to any works on LA/third party land and any necessary consents obtained. All necessary DfE approvals should be obtained.
7.	Managing Academy capital projects/building works/maintenance		Oversee Over £[xxx]	Responsible Over £[xxx]	Oversee Up to £[xxx]	Responsible Up to £[xxx]		<ul style="list-style-type: none"> Finance Director/Local Finance manager to advise and support 	<ul style="list-style-type: none"> All necessary DfE and Trust processes should be followed.
8.	Site security			Oversee	Oversee (Academy level)	Responsible (Academy level)			<ul style="list-style-type: none"> Chief Executive to oversee overarching arrangements across Trust.
9.	Acquiring and disposing of land (including leases, licences and easements)		Decide	Advise	Recommend (Academy specific)	Advise	See advice/ comments	<ul style="list-style-type: none"> Finance Director to advise and support 	<ul style="list-style-type: none"> LA/third party lease should be checked prior to making any disposal of LA/third party land. All necessary DfE/EFSA approvals should be obtained. Only the Site Trustees can dispose of or encumber CE Academy land - YDBE advice should be obtained for CE Academies.
10.	Determining permissible external and community use policy (letting/licencing/ shared use arrangements)		Decide	Recommend			See advice/ comments	<ul style="list-style-type: none"> Finance Director to advise and support 	<ul style="list-style-type: none"> Policy should reflect requirement to obtain any necessary DfE/LA/site Trustee/third party consents. Use should not be at odds with ethos/aims of Church of England for CE Academies. Policy should reflect what happens to any revenue generated from such use.
11.	Managing external and community use			Oversee	Oversee	Responsible		<ul style="list-style-type: none"> Local finance manager to advise and support 	<ul style="list-style-type: none"> Must be in accordance with agreed policy.

	DECISION	MEMBERS	BOARD OF TRUSTEES	CHIEF EXECUTIVE	LGB	ACADEMY HEAD	THIRD PARTY	ADVICE	COMMENTS
H.	Communications, information and complaints								
H1	External communications								
1.	Trust prospectus			Responsible					
2.	School prospectus				Oversee	Responsible			<ul style="list-style-type: none"> • Chief Executive to ensure prospectus in line with Trust requirements.
3.	Trust website		Oversee	Responsible					<ul style="list-style-type: none"> • Chief Executive to ensure legally compliant and that it dovetails appropriately with Academy websites.
4.	School website			Oversee	Oversee	Responsible			<ul style="list-style-type: none"> • Headteacher to ensure legally compliant, overseen by Chief Executive. • Chief Executive to ensure this dovetails appropriately with Trust website.
5.	Freedom of Information policy and publication scheme		Approve Monitor	Responsible (Trust Level)	Monitor	Responsible (school)		<ul style="list-style-type: none"> • Advice and support to be provided by Data Protection Officer 	

6.	Approving press statements		Approve (Chair exceptional)	Approve (Trust wide communications or controversial or sensitive school level)		Responsible (non- sensitive and non-controversial school matters)			<ul style="list-style-type: none"> • All press statements of a potentially sensitive or controversial nature must be referred to the CEO. • CEO to inform/consult with or the Chair of the Trust for approval where deemed appropriate. • Significant and particularly sensitive communications about the Trust should receive Board approval.
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	DECISION	MEMBERS	BOARD OF TRUSTEES	CHIEF EXECUTIVE	LGB	ACADEMY HEAD	THIRD PARTY	ADVICE	COMMENTS
H2	Complaints								
7.	Determining complaints policy and procedure statement		Approve	Recommend				<ul style="list-style-type: none"> Chief Executive to advise and support 	<ul style="list-style-type: none"> Policy to provide for local management of complaints. Policy to include appropriate reporting at Trustee and LGB level.
8.	Implementation of complaints policy and procedures			Responsible Oversee (Trust wide)	Oversee (Academy level)	Responsible (school level)			<ul style="list-style-type: none"> Chief Executive to implement in relation to Trust wide complaints, Headteacher to implement in relation to Academy complaints, overseen by Chief Executive. Chief Executive to report to Trustees on any material concerns about operation of policy.
H3	Information management								
9.	Data protection and document management policy		Approve	Advise Recommend Responsible				<ul style="list-style-type: none"> Chief Executive and Data Protection Officer to advise 	<ul style="list-style-type: none"> Must be compliant with current legislation.
10.	Implementation of data protection policy and procedures		Monitor	Responsible Monitor	Monitor (school level)	Responsible (school level)		<ul style="list-style-type: none"> Data Protection Officer to advise and support 	<ul style="list-style-type: none"> Headteacher to notify LGB and Chief Executive of any material concerns/breaches. Chief Executive to report any material concerns/breaches to Trust Board.
11.	Pupil records (including attendance register)			Monitor	Monitor	Responsible			